

1988

University of Maine Issues, Goals and Objectives, Fiscal Year 1990 - Fiscal Year 1991

University of Maine Office of Institutional Planning

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University of Maine

ISSUES, GOALS AND OBJECTIVES

Fiscal Year 1990 - Fiscal Year 1991

University of Maine
Issues, Goals and Objectives
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The Office of Institutional Planning
1988



UNIVERSITY OF MAINE

ISSUES, GOALS AND OBJECTIVES

FISCAL YEAR 1990 - FISCAL YEAR 1991

As the Land-Grant University of the State of Maine and one of the thirty-two Sea-Grant Colleges in the United States, the University of Maine's mission is the generation of new knowledge for the benefit of society and the transmission of knowledge to Maine citizens of all ages.

Priority Issues

In recent years the University of Maine has stated three key goals for its academic programs, and these remain priority issues for the University:

1. to attain prominence as a leader in undergraduate education among the land grant universities of the Northeast;
2. to improve the quality and enrollment of our graduate programs; and
3. to strengthen the University of Maine as a research and doctoral institution.

Recent funding increases and the establishment of more stable leadership have enabled the University to make significant progress toward the realization of all three of these goals. However, much remains to be done in all three areas. Indeed, the recent progress, impressive as it is in some areas, serves mainly to show what the University can accomplish when its talented faculty and staff are provided even minimal resources.

Through the diversity of its instructional program and extensive extracurricular offerings, the University of Maine is committed to fulfilling the land-grant mission of quality public education. The University of Maine seeks to attain prominence as a leader in undergraduate teaching among the land-grant universities in the Northeast. To this end it offers an undergraduate program with a strong liberal arts orientation while recognizing the need to prepare its graduates for professional employment.

Its seven colleges offer an extensive range of programs at the associate as well as baccalaureate level for students of all ages who desire the challenge and diversity of education in a university setting. In particular, it seeks to meet the educational needs of students of uncommon talent. At the master's and doctoral levels, the University of Maine offers extensive opportunities for students who are committed to scholarly careers, as well as for those students who are continuing their preparation for the professions. Non-degree offerings are also available for students who wish to learn without committing themselves to degree programs.

In a land-grant university and sea grant college, research is fundamental to the university's mission. At the University of Maine, the professional expertise of the faculty is a statewide resource that is applied to the discovery of knowledge for its own sake, for its applicability to the problems of our society and of Maine, and for the training of graduate students in the techniques of research. The University of Maine seeks to maintain nationally recognized leadership in selected areas of research, especially those involving natural and human resources of special importance to the State of Maine.

Public service is a hallmark of the land-grant university. The public service mission of the University of Maine, along with the other campuses, is to respond to the needs of Maine citizens by delivering services statewide to solve problems and improve the quality of life in Maine. The Cooperative Extension Service is one of several public service units that are specifically charged with the statewide delivery of research and instructional services.

The University of Maine's comprehensive instructional and research offerings provide a diverse resource which it shares with other University campuses through cooperative programs at the undergraduate and graduate levels and through its transfer programs. Research and public service activities are frequently conducted in cooperation with industry, government and other organizations.

Our fundamental, overall goal is: To serve the needs of the State of Maine and the people of Maine well. To this end, seventeen broad goals are identified, which have been grouped into six major issues:

ISSUE 1: UNDERGRADUATE PROGRAMS

Above all, a University exists to educate its students, which means the most significant issue facing the University is the maintenance and further development of strong undergraduate programs which are appropriate to our changing world. The rapid technological and social changes which are outlined in the statement of Key Assumptions emphasizes the need for academic programs to be periodically reviewed, strengthened, and revised as necessary to prepare students for this new environment.

The Presidential Commission on Undergraduate Education will be intensively engaged during the coming year in an attempt to define more clearly what ingredients are necessary in any quality undergraduate program. The recommendations of that

Commission expected during the late Fall of this year, will form the basis for wide-ranging discussions which will eventually result in more specific goals and objectives.

The issue of undergraduate programs is addressed by Goals 1 through 3:

GOAL 1

To improve the quality of the teaching-learning experience for students and faculty in all academic programs.

- Objective 1.1 Improve the quality of the freshman year experience. (Academic Affairs)
- Objective 1.2 Improve advising for students who have not chosen a major. (Academic Affairs)
- Objective 1.3 Make creative use of electronic information technologies to improve teaching and learning. (Academic Affairs)
- Objective 1.4 To increase the size and improve the quality of our programs in the College of Business Administration. (Academic Affairs)
- Objective 1.5 Increase the size and scope of the University Honors Program. (Academic Affairs)
- Objective 1.6 Strengthen the quality of teaching by attracting to the University experienced faculty who have established reputations as outstanding teachers as well as for productive scholarship. (Academic Affairs)
- Objective 1.7 Increase the capacity of the Fogler Library to serve the needs of scholars. (Academic Affairs)

GOAL 2

To provide a strong liberal arts orientation for all undergraduate academic programs, with particular focus on skills of writing and critical thinking.

- Objective 2.1 Develop and implement by Fall 1990 a university-wide program of general education. (Academic Affairs)
- Objective 2.2 Develop programmatic response to the need for students to have increased preparation in skills of writing, speaking, and critical thinking. (President)
- Objective 2.3 Increase the ways by which the liberal arts component may be strengthened through collaboration and cooperation with existing out-of-classroom programs in the arts and humanities, sciences and technology, and the social and behavioral sciences. (Academic Affairs)

GOAL 3

To provide our undergraduates with the type of education that will enable them to meet the challenges of our changing society and world.

- Objective 3.1 Identify the key characteristics and components of an undergraduate education which will prepare students with the foundation and flexibility to adapt to changing times and conditions, and to become life-long learners. (President)
- Objective 3.2 Assess and market academic programs that will enable the institution to meet the educational needs of its current and potential student body. (Enrollment Management)

ISSUE 2: GRADUATE PROGRAMS

As the land grant, sea grant campus, the University of Maine has the primary responsibility in the state to offer high quality graduate programs which are appropriate to the needs of the people of Maine and of the region. Goal 4 addresses that issue:

GOAL 4

To improve the quality and enrollment of graduate programs—those preparing students committed to scholarly careers as well as those preparing students for professions.

Objective 4.1 Increase the number and stipend levels of graduate teaching assistantships. (Academic Affairs)

ISSUE 3: ENHANCE AND EXPAND RESEARCH

The University of Maine also has the primary responsibility in the State for research programs, both pure and applied. A high priority for the University is to increase both the quality and quantity of research, especially research which has special implications for the state or region. Goals 5 and 6 address this priority.

GOAL 5

To expand, improve, and redirect existing strengths in research and graduate programs within departments and organized research units to meet evolving needs, particularly in areas important to the State of Maine

- Objective 5.1** Offer new graduate programs for which there is need and demand. (Academic Affairs)
- Objective 5.2** Involve more faculty and professional staff in research projects and programs. (Research and Public Service)
- Objective 5.3** Assess research needs of the State of Maine and upper New England in areas such as natural resources and human resources, small business, high technology and electronics, land use planning, energy utilization and conservation, environmental protection, and health care. (Research and Public Service)
- Objective 5.4** Develop specific major research activities through competitive programs supporting national centers of excellence in such areas as geographic information and analysis, biotechnology, surface science and technology, environmental chemistry, marine resources, and pulp and paper technology. (Research and Public Service)

GOAL 6

To provide appropriate resources to enhance the research capabilities of both academic programs and research units.

- Objective 6.1** Increase the number of productive researchers on the faculty and professional staff. (Academic Affairs and Research and Public Service)
- Objective 6.2** Increase awareness among faculty and staff of the importance and role of research at the University of Maine. (Research and Public Service)
- Objective 6.3** Provide internal research funds and support services. (Research and Public Service)
- Objective 6.4** Double over the next five years the amount of extramural support received by the University for sponsored projects. (Research and Public Service)
- Objective 6.5** Establish an equipment maintenance reserve of about \$1.3 million dollars by the end of FY1993. (Financial Management)

ISSUE 4: CAMPUS CLIMATE

Much of a university education takes place outside of the classroom. The campus community should provide an environment which fosters and supports the general educational program. Because of the increasingly global character of our society as described in the Key Assumptions document, the campus should provide an opportunity for students to be exposed to people from diverse backgrounds. The building of a campus environment that reflects different viewpoints is especially important in a state like Maine where students tend to come from more isolated communities.

In addition to providing the student with exposure to different beliefs and values, the campus should provide a warm, nurturing environment in which ideas flourish and healthy habits are built. A major issue for the University of Maine is the enhancement of that essential campus climate. Goals 7 through 10 are related to this issue:

GOAL 7

Increase and coordinate involvement in international activities and increase the heterogeneous mix of students on campus by actively recruiting minority American students and international students.

- Objective 7.1 Develop and implement enrollment management programs to reach potential students who are not currently the focus of targeted plans. (Enrollment Management)
- Objective 7.2 Develop and implement on-site contracts in third world countries and developing nations. (Research and Public Service)
- Objective 7.3 Develop and review periodically priorities of the University of Maine toward international program involvement. (Research and Public Service)
- Objective 7.4 Encourage faculty involvement in international meetings and make funds available for involvement in international organizations and committees. (Research and Public Service)
- Objective 7.5 Increase international training and exchange programs. (Research and Public Service)
- Objective 7.6 Facilitate the cultural adjustment of new international students during their critical first year on campus; provide a multi-cultural living opportunity to students who wish such an experience; and provide a focal point for international exchange activities and programming. (Student Affairs)

GOAL 8

To create a University environment that is responsive to the needs of women and minorities.

- Objective 8.1 Develop and implement by January 1, 1989 a university-wide plan that will address the needs of women at the University of Maine. (President)
- Objective 8.2 Develop a Women's Health Program within Cutler Health Center including the provision of quality space, medical staff, and services. (Student Affairs)
- Objective 8.3 Facilitate the cultural and academic adjustment of new minority students during their critical first year on campus and provide a focal point for minority student/faculty/staff exchange activities and programming. (Student Affairs)

GOAL 9

To create a University community that is known for its human responsiveness, warmth, and caring.

- Objective 9.1 Organize, staff and deliver high quality business support services in an effective, efficient manner so as to serve well the educationally related needs of students, faculty and staff. (Administration)
- Objective 9.2 Create a single facility for the Counseling Center to enhance the level of service available to University of Maine students. (Student Affairs)
- Objective 9.3 Organize the Division of Student Affairs in a way which best serves students, is consistent with the broad University-wide goals, and supports the institutional mission of the University of Maine. (Student Affairs)
- Objective 9.4 Organize, staff and deliver high quality programs and services in the areas of Public and Environmental Safety designed to create a safe campus environment which is supportive of all aspects of University endeavor and life. (Administration)
- Objective 9.5 Organize, staff and deliver high quality personnel services and effective collective bargaining agreement management for all employees at the University of Maine. (Administration)
- Objective 9.6 Child care services sufficient to meet the needs of students, staff and faculty who need such services will be provided at a cost determined by the ability to pay. (Administration)
- Objective 9.7 Develop a plan to enhance the warm, caring, and responsive ethos of the campus. (President)

GOAL 10

To provide a network of student services and social, cultural, health-related, and recreational programs that enable students to meet their educational objectives and enrich their out-of-class educational experiences, including opportunities to participate in theatre, music, clubs, volunteer activities, health and fitness programs, athletics and other similar group activities.

- Objective 10.1 Adequately address the cultural, social, recreational, and educational needs of University of Maine students by expanding the Memorial Union or building a new Student Union.¹ (Student Affairs)
- Objective 10.2 Determine the extent to which the University of Maine is serving the needs of an increasingly diverse student population and develop appropriate new programs and services. (Student Affairs)
- Objective 10.3 Renovate current and create new residence and dining facilities that are responsive to student needs in the latter part of this century and into the next. (Student Affairs)
- Objective 10.4 Challenge students, faculty, staff, and members of the community to take responsibility for their own health, to educate themselves to adopt a health promoting lifestyle, to increase productivity, and to carry out fitness activities. (Student Affairs)
- Objective 10.5 Enhance the University's ability to collect and disseminate critical information regarding the labor market, placement, and career opportunities for students and alumni/ae. (Student Affairs)
- Objective 10.6 Develop a high quality intercollegiate athletic program for the purpose of providing State and University recognition, a sense of State pride and University spirit. (Administration)

ISSUE 5: PUBLIC SERVICE AND OUTREACH

Still another role of a land grant, sea grant university is the dissemination of knowledge to the people of the state it serves. The University of Maine has as it's highest priority serving all of the people of Maine well. That means that the University must strive to improve the quality of life in the state through programs of public service and outreach. The University should also assist in fostering cooperative relationships which are of general benefit to the citizens of the state. Goals 11 through 14 address this issue:

GOAL 11

To improve the quality of life of the people of Maine.

- Objective 11.1 Improve the educational, career, and economic aspirations of Maine citizens. (Research and Public Service)
- Objective 11.2 Improve the socioeconomic well-being of Maine individuals and families. (Research and Public Service)
- Objective 11.3 Assist Maine citizens to adopt preventative health lifestyle practices. (Research and Public Service)
- Objective 11.4 Improve the profitability of Maine natural resource organizations. (Research and Public Service)
- Objective 11.5 Enhance the profitability of existing and new businesses and improve the background and experience of youth in the realities of business. (Research and Public Service)
- Objective 11.6 Cultural offerings for the campus community and for the people of Maine will be expanded through the Arts programs at the University, taking advantage of the Maine Center for the Arts, Carnegie Hall, Hauck Auditorium and other arts facilities. (Administration)

GOAL 12

To provide Maine citizens—within all age groups—access to appropriate University of Maine programs, both non-degree and degree, and at the varying degree levels: associate, baccalaureate, masters, doctoral.

¹The Memorial Union opened in 1953 to address the needs of 3,000 students. The student population now exceeds 11,000 at the University of Maine. Memorial Union data reflect 3 million visits per year.

- Objective 12.1 Continue expansion of mobile graduate programs which meet needs of educators throughout the state. (Academic Affairs)
- Objective 12.2 Add judiciously to the number of doctoral programs at the University. (Academic Affairs)
- Objective 12.3 Increase undergraduate enrollments at the rate of 2% per year over the next 5 years with concurrent small positive increases in the quality of regular incoming freshman classes. (Enrollment Management)
- Objective 12.4 Increase graduate enrollments at the rate of 5% per year over the next five years. (Enrollment Management)
- Objective 12.5 Coordinate, develop, provide and promote offerings that meet the educational needs of non-traditional students in non-traditional ways. (Enrollment Management)

GOAL 13

To insure that the body of basic and applied knowledge that is taught in the classrooms and generated through research is also disseminated to Maine Citizens via Cooperative Extension Service faculty and programs, telecommunications, continuing education, and other appropriate vehicles of public service.

- Objective 13.1 Each academic department and public service unit will develop priorities, goals, and objectives relative to public service activities. (Research and Public Service)
- Objective 13.2 Revise and expand guidelines for development, evaluation and continuation of research/public service institutes, centers, and bureaus. (Research and Public Service)
- Objective 13.3 Promote visibility of research and public service activities both within and external to the University community. (Research and Public Service)
- Objective 13.4 Implement the redirection and renaming of the Social Science Research Institute to something like the Center for State and Regional Studies (CSRS). (Research and Public Service)
- Objective 13.5 Increase awareness of the University community to research and public service needs and activities throughout the State. (Research and Public Service)
- Objective 13.6 Provide the knowledge foundation so Maine's natural resource based industries can remain competitive and contribute to growth in the rural communities in Maine. (Research and Public Service)
- Objective 13.7 Assure that Maine's natural resource based industries have the technologies to contribute to economic well-being without destroying environmental quality. (Research and Public Service)
- Objective 13.8 Incorporate educational principles and research-based information in natural resource management decisions. (Research and Public Service)
- Objective 13.9 Insure continued productivity and prosperity of targeted marine species. (Research and Public Service)
- Objective 13.10 Take action to maintain a balance between environmental and economic needs. (Research and Public Service)
- Objective 13.11 Stimulate organizational development in Cooperative Extension Service to build a comprehensive future vision and interdisciplinary cooperation and provide a comprehensive professional improvement program. (Research and Public Service)
- Objective 13.12 The University of Maine Press should be retained and strengthened as an important publishing arm of the University. (Administration)
- Objective 13.13 To coordinate, improve and refocus University of Maine public relations efforts to more effectively relate the University to the public. (Public Information)

GOAL 14

To be catalytic in the development of increased cooperation across the state-providing a sense of partnership with state agencies, educational institutions, business and industry, and the citizens of the state.

- Objective 14.1** To expand public service programs through academic departments, and to provide new public service units in response to private and public sector needs in Maine. (Research and Public Service)
- Objective 14.2** To expand activities and services of the Center for Innovation and Entrepreneurship. (Research and Public Service)
- Objective 14.3** To develop partnerships between businesses and industries and the University of Maine, with special emphasis on partnerships in Southern Maine to coincide with the Center for Engineering Studies in Portland. (Research and Public Service)
- Objective 14.4** Strengthen the educational offerings to Municipal and State Government employees through the Bureau of Public Administration and familiarize faculty with practical situations and State and Municipal employees with theoretical public managerial techniques. (Research and Public Service)
- Objective 14.5** To upgrade the activities of the Franco-American Center. (Research and Public Service)

ISSUE 6: PHYSICAL AND FINANCIAL RESOURCES

Finally, the University must have the necessary physical and financial resources to address the preceding five issues. A shortage of space is a critical problem which places constraints on many of the University's programs. It is also recognized that efforts must be made to obtain a greater proportion of funding from new sources, and that maximum efficiency of existing resources must be realized. Goals 15 through 17 address the issue of resources:

GOAL 15

Design, construct, renovate and maintain the buildings and grounds of the University of Maine in such a way as to support and promote the highest quality programs of teaching, research and public service.

- Objective 15.1** Develop and implement by September, 1989 an Office of Facilities Planning to provide design and planning services for the ultimate creation of a Campus Facilities Master Plan. (Administration)
- Objective 15.2** Evaluate the organization and operations of the Facilities Management Department, to assure that we are achieving optimum benefits in facilities and grounds maintenance with the resources available to us. (Administration)
- Objective 15.3** Continue programs of in-service training for all of the trades areas, garage, grounds, engineering services, custodial and other employees of Facilities Management to assure the highest levels of staff performance. (Administration)
- Objective 15.4** Increase the present fund for facility maintenance to about 1.5% of the value of the E&G facilities by the end of FY1993. (Financial Management)

GOAL 16

Increase the efficient and effective use of financial resources available to the University of Maine.

- Objective 16.1** Continue the process established in 1986 with the establishment of the Program and Budget Review Task Force in order to reallocate resources in accordance with the changing needs of the University and to identify programs that should be reviewed for possible strengthening, changing, consolidating, reducing, or eliminating. (Financial Management)
- Objective 16.2** Use cost of living increases in revenue received by the System for actual cost of living increases in expenses such as increased costs of library periodicals, scholarships, departmental goods and services, etc. (Financial Management)
- Objective 16.3** Seek one more installment of State and Tuition funds for new and improved programs. (Financial Management)

Discussion:

The Visiting Committee recommended that a down payment of about \$15 million be added to the University of Maine

System base budget--\$8.6 million became available to this campus--and that further amounts be added after a comparison is made of the University of Maine with peer institutions. Most of these funds were used for equipment and operations. A first installment was provided over the FY1988/89 Biennium to principally handle one of the remaining problems, faculty and staff salaries. One more installment is necessary to correct some of the more serious problems outlined in the Comparison Study that still exist, Library expansion, further assistance on departmental operating and equipment funds, and facilities maintenance.

- Objective 16.4** Seek a major bond issue and conduct a major fund-raising drive to complete capital expansion plans necessary to solve some critical overcrowding problems and enable the completion of the institutional integrated telecommunications plan that is presently under development. (Financial Management)

GOAL 17

Increase the amount of funding from private sources for all facets of the university to supplement current needs, improve and add capital facilities, create new and enlarge endowment funds for scholarships, named professorships and chairs.

- Objective 17.1** Develop an organizational structure with adequate resources to coordinate fund raising activities to respond to the priority needs of the campus. (Development)
- Objective 17.2** Make preparations to launch the first major comprehensive capital campaign in the history of the institution during the 125th anniversary year of 1990. (Development)
- Objective 17.3** Draw to a close the seven capital campaigns/projects which are currently at various stages of completion ranging from 25 to 90%. (Development)
- Objective 17.4** Expand the base of individual and corporate leaders who can assist the institution in securing essential resources to meet priority needs. (Development)
- Objective 17.5** Build an annual giving program for corporations, private and corporate foundations, parents and friends, and faculty and staff. (Development)
- Objective 17.6** Create greater visibility and recognition for contributors who have been generous in their support through their involvement with students, academic and research programs, special projects and capital needs. (Development)